

# Agenda



## Performance Scrutiny Committee - People

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Date: Tuesday, 19 November 2019

Time: 10.00 am

Venue: Committee Room 1 - Civic Centre

To: Councillors D Williams (Chair), J Cleverly, R Hayat, M Linton, H Thomas, C Townsend, J Watkins, T Watkins, J Richards and S Marshall

### Co-opted Members

Paul Bennett (Catholic Church in Wales), Dr Annette Daly (Church in Wales Representative), Vacancy (Parent Governor Representative) and Vacancy (Parent Governor Representative)

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Item	Wards Affected
1 <u>Apologies</u>	
2 <u>Declarations of Interest</u>	
3 <u>Mid Year Service Plan Reports - Social Services (Pages 3 - 34)</u>	
<b>Appendix 1) Adult and Community Services</b>	
<b>Appendix 2) Children and Young Peoples Services</b>	
4 <u>Conclusions of Committee Reports</u>	
Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.	

Contact: Daniel Cooke, Scrutiny Adviser  
Tel: 01633 656656  
E-mail: [Scrutiny@newport.gov.uk](mailto:Scrutiny@newport.gov.uk)  
Date of Issue: Tuesday, 12 November 2019

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# Scrutiny Report

## Performance Scrutiny Committee – People

### Part 1

Date: 19 November 2019

### Subject Mid-Year Service Plan reviews

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject
Paul Cockeram	Cabinet Member for Social Services
Chris Humphrey	Head of Adults and Community Services
Sally Ann Jenkins	Head of Children and Young Peoples Services
James Harris	Strategic Director – People

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

- 1.1 The Committee is asked to consider and evaluate the following Service Plan Mid-Year Reviews which include: Executive Summary; Analysis of Performance; Performance Measures, and; Finance, and are attached as:
- **Appendix 1** – Adults and Community
  - **Appendix 2** – Children and Young Peoples
- 1.2 Provide comments upon the performance to the Cabinet.

### 2 Context

#### Background

- 2.1 Each Service Area has set a Service Plan for 2018-22 including:
- Service Plan Objectives;
  - Planned Actions for each Objective for this year and subsequent years for the life of the plan.
  - Performance Indicators; which include National and Locally set performance measures.
  - Resources and Risk

2.2 The Service plans were approved by the relevant Cabinet Member, following the usual Member consultation process. This report presents Members with the Mid-Year Reviews for each Service Plan and Appendices for:

- Adults and Community (**Appendix 1**)
- Children and Young Peoples (**Appendix 2**)

### 3 Information Submitted to the Committee

3.1 The following Service Plan Mid-Year Reviews including: Executive Summary; Analysis of Performance, Performance Measures, and Finance, are attached as:

- **Appendix 1** – Adult and Community
- **Appendix 2** – Children and Young People

<b>Executive Summary</b>	The Executive Summary of the Cabinet Member / Head of Service is provided as an Overview at the beginning of each Service Area's Mid-Year Review and includes graph summarising the progress against actions and a Budget Forecast Position.
<b>Analysis of Performance</b>	The Analysis of Performance includes each Service Plan's Objectives, the Corporate Plan Objective they support and an update upon the actions planned for each for 2019-20. Performance of the Actions is ranked using the following: <ul style="list-style-type: none"> <li>• Green - Complete</li> <li>• Blue - In Progress</li> <li>• Grey - To be commenced</li> </ul>
<b>Performance Measures</b>	The National Measures are set by the Welsh Government and used to compare and benchmark performance with other Local Authorities in Wales. Some of the measures are reported monthly, quarterly or half yearly, while some are annual measures reported at the end of the year. This report is for Performance at the Mid-Year point, up to the end of September 2019. Performance of the Measures is ranked using the following: <ul style="list-style-type: none"> <li>• Green - On target</li> <li>• Amber - Short of Target (15% Tolerance)</li> <li>• Red - Off Target (Over 15% Tolerance#0</li> </ul>
<b>Finance and Resource Analysis</b>	Financial Analysis is provided at the Mid-Year point (end of Quarter 2), for each Service Area and includes: the Overall Net Position; a graph forecasting the Delivery of the Medium Term Revenue Plan Savings for 2019-20, and; a Summary Revenue Budget Position, together with Employee / Human Resource Analysis.

## 4. Suggested Areas of Focus

### Role of the Committee

**The role of the Committee in considering the report is to:**

Assess and make comment on:

- Analyse the Service Plan Mid-Year Reviews and Evaluate how well Service Areas performed in the first half of the 2019-20 financial year against the objectives, actions and performance measures in their How effectively are the service areas performing against objectives, actions and measures;
- Are the targets sufficiently challenging and balanced between being realistic and robust?
- Is any underperformance being addressed and associated risks being mitigated;
- What is being done to improve performance for the second half of the 2019-20 financial year?
- Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
- Is the Service Area on target with its budget? If not what mitigations are planned to reduce overspends within this financial year?
- Has the Service Area met or is on target to meet the delivery of its MTRP savings for 2019-20? If not, what actions are planned to deliver this within this financial year?
- In drawing its conclusions, the Committee should assess:
  - What was the overall conclusion on the information contained within the reports?
  - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the performance of the Service Area at the Mid-Year point?
  - Does any area require a more in-depth review by the Committee?

## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

- 5.1 The Service Plan Mid-Year Reviews directly link with: the Council's Well-being Objectives agreed by Cabinet in March 2017 which aim to maximise the Council's contribution to the Well-being Goals for Wales; the 2017-22 Corporate Plan Objectives, and; the 2018-22 Service Plan Objectives, Actions and Performance Measures. The Service Plan Objectives link to the Authority's Corporate Plan Objectives and Well-being Objectives below:

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

## 6 Wellbeing of Future Generation (Wales) Act

The Committees consideration of the service plans and the performance of the service areas should consider how services are maximising their contribution to the five ways of working:

5 Ways of Working	Types of Questions to consider:
<b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Are there any long term trends that will impact your service area? How will the needs of your service users potentially change in the future?
<b>Prevention</b> Prevent problems occurring or getting worse.	What issues are facing your service users at the moment? How are you addressing these issues to prevent a future problem?
<b>Integration</b> Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are there any other organisations providing similar / complementary services? How does the Council's performance within this service area impact upon the services of other public bodies and their objectives?
<b>Collaboration</b> Acting in collaboration with any other person (or different parts of the organisation itself).	Who have you been working with to deliver these services? How are you co-working with other sectors? How are you using the knowledge / information / good practice of others to inform / influence the Council's work?
<b>Involvement</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	How have you sought the views of those who are impacted by your service area? How have you taken into account the diverse communities in your decision making?

## 7. Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)

Report Completed: October 2019

**Adult & Community Services**  
**Service Plan Mid-Year Review 2019-20**

**Cabinet Member for Social Services - Councillor Paul Cockeram**

**Head of Service – Chris Humphries**

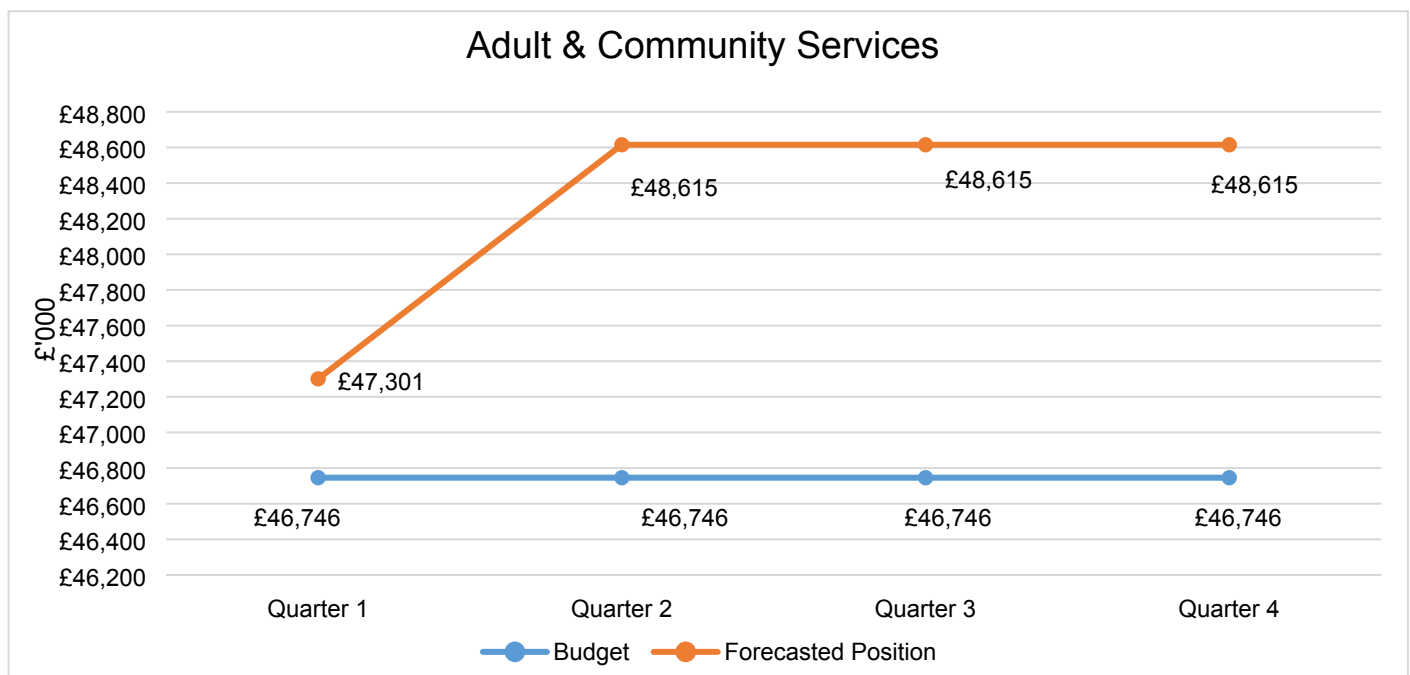
## Introduction

Adult and Community Services is responsible for providing care services and support in Newport. Services provided include planning & development, quality assurance, substance misuse, commissioning & contracts, occupational therapy, hospital frailty team, CRT, mental health services to adults and older people, adult learning disability, adult assessment and review, and residential, homecare, supported living and supporting people services.

Similar to other local authorities in Wales, Newport is seeing an increase in the number of older and vulnerable people requiring care plans and support from the Council. Newport Council cannot deliver these care plans alone, which is why we continue to collaborate with health and social care providers to provide the necessary support to service users, carers and families.

We also have a requirement under the Social Services and Wellbeing (Wales) Act 2014 to protect individuals which use our services from harm and/or abuse. Our Safeguarding measures in the Council places a duty on all officers and supporting services to report incidents where they believe an individual or group are at risk.

## 2019/20 Budget



To support the delivery of the Council's Corporate Plan 2017-22, the Adult & Community Services Service Plan 2018-22 focuses on the delivery of:

- **Wellbeing Objective 3** – To enable people to be healthy, independent and resilient; and
- **Corporate Theme** - Resilient Communities

The 2019/20 Service Plan has identified 5 objectives that are focused on:

### **Objective 1 – Early Intervention and Prevention.**

We will direct and signpost effectively and when support is required we intervene early to prevent escalation and dependence

### **Objective 2 – Integrated working across health and social care.**

The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks.

### **Objective 3 – Commissioning.**



The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.

#### **Objective 4 – Carers.**

To fulfil NCC's responsibility to carers as required by the Social Services & well-being Act providing support and reducing carer breakdown.

#### **Objective 5 – Safeguarding.**

To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.

#### **Executive Summary from the Head of Service**

At mid-year point we still await confirmation of the new set of WG performance measures due to be implemented from 1 April 2020. The details is expected in November. We have been informed that the full set of measures will be phased in over a 2 or 3 year period. The first phase will focus on quantitative data. WG have received unanimous feedback to say more resource will be required to implement the measures due to the different ways that WCCIS has been configured.

Home First continues to develop, the ethos that people at the pre admission stage should firstly be considered for discharge with appropriate information and advice is becoming embedded in both RGH and Neville Hall.

Work is ongoing to review the third sector consortium in order to align services with the developing community well-being network. The service model is not yet finalised but discussions are taking place with providers and new arrangements will be in place from 1 April 2020.

Part of the re-alignment of third sector preventative provision concerns mental health services as ABUHB re-commission and re-focus their funding for secondary care patients. A full review of existing and new low level mental health support is currently taking place in conjunction with providers.

Extra care is being reviewed in partnership with Radis to manage the transition to a more sustainable model of provision and to achieve the savings target.

The telecare service is now fully operational, the agreement with Caerphilly and Monmouthshire is in place. The arrangement provides NCC with a member of staff from Monmouthshire Care line to undertake equipment installations and a telecare officer is based in the OT team room 1 day per week.

#### **Service Risks**



## Glossary

### Actions (Red / Amber / Green)

C	Green RAG – Completed
	Green RAG – Action is on course to be completed within timescale
	Amber RAG – There are potential issues which unless addressed the action might not be achieved within agreed timescales.
	Red RAG – The action requires immediate action to achieve delivery within agreed timescales.
?	Unknown RAG (Data missing)

### Performance Measures

	Green – Performance is above Target
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

**NOTE: It is optional for Managers to provide commentary in relation to actions / performance measures reporting **Green** status.**

### Risk Table (5x5)

For example: Probability = 5 / Impact = 4 / Total = 20

5					
4					
3					
2					
1					
	1	2	3	4	5

Impact

## 1. Early Intervention & Prevention

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Business as Usual (BAU) - Develop First Contact as a Multi-Agency, Multi-Disciplinary Team	Business as Usual - To continue to develop First Contact as a multi-agency, multi-disciplinary team effectively managing demand and appropriately triaging referrals.	01-Apr-19	31-Mar-22	80%		
2	BAU - Develop, Consolidate Early Interventions & Preventative Services	Business as Usual - To continue to develop and consolidate a range of early interventions and preventative services to divert or delay the demand for statutory services.  To ensure the role of Community Connectors is fully engaged with all information / advice and preventative service options including health initiatives, third sector provision and the Information Advice and Assistance (IAA) function within First Contact.	01-Apr-19	31-Mar-22	80%		
3	BAU - Work with Third Sector Partners to Build Capacity Within Services	BAU - To continue to work with Third Sector partners to build capacity within services that are focussed on prevention and early intervention	01-Apr-19	31-Mar-22	38%		Review ongoing - discussions have taken place with partners to ensure continuity of service. New model not yet finalised
4	Implement Revised Telecare Service	The implementation of a revised telecare service.	01-Apr-19	31-Mar-20	100%	<b>C</b>	Agreement with Monmouthshire and Caerphilly in place.  Order placed with specialist equipment provider (DORO).  Service started on 1 <sup>st</sup> August 2019. Approx. 50 staff received training in equipment over 2 workshops

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							<p>(across Multi-Disciplinary Teams local authority and health)</p> <p>Telecare process devised and signed off for staff including QA process. Monmouthshire staff working from Civic centre x1 day a week.</p> <p>Budget transfer started from 1st Contact to COT service. Monthly progress meetings planned.</p>
5	Implement Safe Places Scheme in Newport City Centre	To implement the Safe Places Scheme in Newport City Centre for people with learning disabilities and dementia to support community participation and reduce social isolation.	01-Apr-19	31-Mar-21	0%		Liaising with Regional Lead about how to successfully adopt the existing models (Monmouth & Torfaen) to apply it to Newport City Centre.
6	Work with ABUHB to develop Care Closer to Home to promote Independence	To work closely with Aneurin Bevan University Health board to develop a well-being network across the City (Care Closer to Home Initiative) to encourage well-being, promote independence and develop community resilience.	01-Apr-19	31-Mar-21	30%		The delivery of this action is being led by Aneurin Bevan University Health Board and we are progressing well. In the first 6 months of the year we have been holding regular meetings and contributed towards the virtual ward round development and Ringland Hub development. There is possibility of an extension to this work.

## 2. Integrated working across Health and Social Care

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Business as Usual (BAU) - Gwent wide review of Frailty	BAU - Participate in the Gwent wide review of Frailty - considering specialist and generalist roles, referral pathways and workforce development	01-Apr-19	31-Mar-22	35%		The Frailty review is progressing and a workshop was held last week to review the work streams and agree next steps.
2	BAU - Improve DFG performance through timely OT Assessment & Interventions	BAU - To continue to support the improved Disabled Facility Grant (DFG) performance through timely Occupational Therapy (OT) Assessment and Intervention.	01-Apr-19	31-Mar-22	80%		Extra resources provided to Community OT to improve waiting times for assessment. The OT is in post and the waiting time has been reduced to 8 weeks (from 14 weeks).  The service has been benchmarked against the National Housing Standards guidelines (where the involvement of an OT is determined along with response times)
3	BAU - Integrate Regional Home First initiative into Hospital Pathway	BAU - To effectively integrate the regional Home First initiative into the hospital pathway to prevent unnecessary admissions.	01-Apr-19	31-Mar-22	50%		
4	BAU - Provide Integrated Care and Support	BAU - To provide integrated care and support for people with health and social care needs	01-Apr-19	31-Mar-22	76%		Integrated work across health and social care teams is being developed in key areas such as Frailty and Mental Health
5	BAU - Review Step /Up Step/ Down Provision	BAU - Review step /up step/ down provision including Community Hospital beds to enhance capacity and ensure people receive support in the right environment	01-Apr-19	31-Mar-22	50%		
6	Implement Stage 3 of the In Reach Project	To implement stage 3 of the In Reach project to include the Community Hospital beds, where the most complex discharges take place.	01-Apr-19	31-Mar-20	50%		

### 3. Commissioning

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	BAU - Compliance monitoring and review of Commissioned Services	BAU - To ensure commissioned services are subject to ongoing contract management processes that monitor compliance and review quality and cost.	01-Apr-19	31-Mar-22	50%		Monitoring visits are scheduled throughout the year and allocated to Officers. Visits are also undertaken in response to individual issues. On track
2	BAU - Continue to provide and develop in house provision	BAU - To continue to provide and develop in house provision where appropriate and cost effective.	01-Apr-19	31-Mar-22	50%		
3	BAU - Develop Regional and Collaborative Commissioning Initiative	BAU - To develop Regional and collaborative commissioning initiatives to deliver consistency and efficiencies.	01-Apr-19	31-Mar-22	34%		
Page 14	BAU - Development of the People Commissioning function	BAU - To further develop the People Commissioning function to oversee all commissioning and contractual activity within the Directorate.	01-Apr-19	31-Mar-22	40%		Specialism developing - currently involved in the re tender of the school meals contract & oversight of children's / educational placements. Impact assessment will be available for next quarter report
5	BAU - Management of the local market of Social Care contracts	BAU - To manage the local market to ensure sufficient capacity, diversity and skill through provider engagement and consultation around strategic priorities, service principles and fee setting.	01-Apr-19	31-Mar-22	34%		Caerleon House Nursing Home has gone into administration and a new buyer is currently being sourced. The service has now stabilised and new placements are being sourced. Monitoring continues to take place in conjunction with ABUHB to ensure resident's needs are being met and standards of care are maintained.
6	BAU - Undertake Evidence Based Commissioning	BAU - To undertake evidence based commissioning through robust needs analysis and adherence to commissioning strategies to ensure services reflect	01-Apr-19	31-Mar-22	50%		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		community needs and offer sufficient market capacity.					
7	BAU - Work with partners to develop common contracts and monitoring protocols	BAU - Work with ABUHB and Local Authority partners to develop common contracts and monitoring protocols.	01-Apr-19	31-Mar-22	73%		
8	Develop a Gwent Care Academy	Develop a Gwent Care Academy to offer qualifications for care staff and embed the principles of RISCA where all care staff are required to register.	01-Apr-19	30-Mar-20	82%		This is being progressed with Colleg Gwent as part of the workforce development strategy.

#### 4. Carers

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	BAU - Develop Newport Carers Network	BAU - Continue to develop the Newport Carers Network to facilitate engagement and opportunities to provide specialist information.	01-Apr-19	31-Mar-22	50%		Carers Officer has returned from long term sick and additional resources have been allocated to assist with this work stream.
2	BAU - Improve Well-being of Young Adult/Young Carers	BAU - Improve well-being of young carers and young adult carers.  To continue to develop services for young carers that offer effective support.	01-Apr-19	31-Mar-22	0%		As above – the provision of additional resources will ensure that this work stream gets back on track.  Barnardo's delivers this service.
3	BAU - Provide Accurate Information via our Services	BAU - To ensure the availability of accurate information, advice and assistance via First Contact, Preventative and Commissioned Services and Dewis.	01-Apr-19	31-Mar-22	50%		
4	Publication of a Carers Strategy	Publication of a Carers Strategy	01-Apr-19	30-Apr-20	50%		Regional consultation planned for January 2020 and publication in April 2020



## 5. Safeguarding

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Contribute towards the All Wales Adult Safeguarding Guidance	To contribute towards the new All Wales Adult / children Safeguarding Guidance.	01-Apr-19	31-Mar-20	90%		Newport Officers have fully engaged with the revised protocols for Wales National safeguarding legislation and will be part of raising awareness and embedding the training across Newport practitioners in November during safeguarding week.
2	Development of Safeguarding Champions across the Council.	Establish Safeguarding Complete Champions within each service area and roll out a training schedule for Members and Council employees	01-Apr-19	16-Oct-19	100%		The Corporate safeguarding Champion network is established with attendance at corporate meetings to ensure embedded across all service agendas.
3	Empower Citizens Through the Adult Safeguarding Process	To continue to support and empower citizens through the adult safeguarding process.	01-Apr-19	31-Mar-20	67%		Internal Audit completed and a good; rating for adults at risk in Newport.
4	Establish a robust review process for DOLS	To establish a robust review process for Deprivation of Liberty Safeguards (DOLS) assessments for Newport Citizens.	01-Apr-19	31-Mar-20	20%		
5	Evaluate & Refine the Model of Adult Protection.	<p>Continue to evaluate and refine the model of adult protection to include consideration to manage the increasing demands of the service and improve practitioner knowledge under the new legislation (Part 7 Social Services &amp; Well Being Act).</p> <p>Evaluation review of the 6 month Safeguarding Hub. The pilot will be compiling data to evidence if the HUB model has improved processes and increased efficiency.</p>	01-Apr-19	31-Mar-20	75%		Introduction of new Wales's safeguarding procedures to launch in November 2019. review current processes in line with new procedures to ensure fit for purpose and service delivery

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
6	Improve links to information and advocacy to citizens	To improve links to information and advocacy to ensure citizens are fully informed and supported throughout the safeguarding process.	01-Apr-19	31-Mar-20	60%		A continual challenge to ensure all citizen engaged in adult protection processes are aware of the right for advocacy and how to access. Clear processes in place to track that all information provided and support to access advocacy when required
7	Website Development	To further develop website information and access to service users.	01-Apr-19	31-Mar-20	75%		Development within NCC website and external links to Gwent safeguarding website completed.

### Performance Measures (to 30<sup>th</sup> September 2019)

Note: Welsh Government are undertaking a review of all social services performance measures which are anticipated to be implemented in 2020/21. Three performance measures are annual measures which will be reported in the End of Year Performance review.

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20	Performance	Previous Year (Actual) 2018/19	Comments
<b>National</b> - Delayed Transfers of Care (DTOC)	2.31	3.5		2.67	
<b>National</b> - Average Age of Adults Entering Residential Homes	76.9	76		85.9	
<b>National</b> - Length of Time (days) Adults are in Care Homes	744 days	868.2 days		727 days	
<b>National</b> - % Adult Protection Enquiries Completed Within 7 Days	99.4%	95%		98.6	

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**Children & Young People Services  
Service Plan Mid-Year Review 2019-20**

**Cabinet Member for Social Services – Councillor Paul Cockeram  
Head of Service – Sally Ann Jenkins**

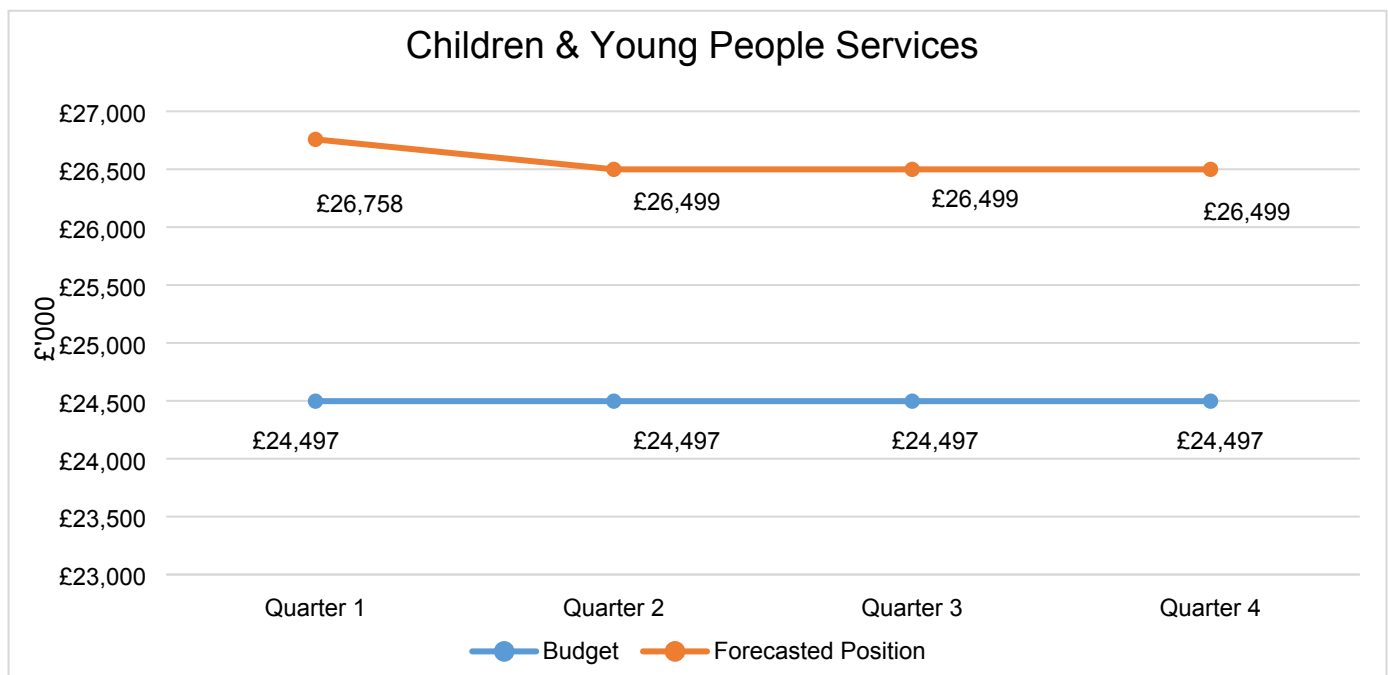
## Introduction

Children & Young People Services purpose is “*To promote and safeguard the wellbeing of children and young people within their families and where this is not possible, to provide good quality alternative care*”.

Our emphasis on preventative services alongside support for families to explore their strengths and meet the needs of their children is crucial in meeting this first outcome. Secondly when children are in our care and leave our care we must do everything to support them to ensure positive outcomes. Children and families deserve services that are truly holistic and recognise the multifaceted nature of families lives. In order to ensure we can work to meet this need partnership underpins our service. We work with families and a broad range of agencies to meet our stated outcomes and to offer the best possible services.

Children & Young People Services provides a range of services to families and children in need including specialist provision for those most vulnerable and at risk of social exclusion, such as those at risk of significant harm, disabled children, children looked after and unaccompanied (separated) children and young people.

## 2019/20 Budget



To support the delivery of the Corporate Plan 2017-22, the Children and Young People Services Service Plan 2018-22 focuses on the delivery of:

**Wellbeing Objective 3** - To enable people to be healthy, independent and resilient

**Wellbeing Objective 4** - To build cohesive and sustainable communities

**Corporate Theme** – Aspirational People

**Corporate Theme** – Resilient Communities

The 2019/20 Service Plan has identified 4 objectives that are focused on:

**Objective 1 – Deliver effective services to support children to safely remain with their families.**

Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring as few children as possible come into care and is integral to the overall work of reducing our looked after children numbers.

**Objective 2 – Improve outcomes for children in care and care leavers including a focus on safe reunification.**

Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative.

For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.

### **Objective 3 – Ensure a range of placements are available for looked after children.**

Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 3 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children.

This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.

### **Objective 4 – Prevent offending and re-offending by children and young people.**

The Youth Offending Service is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system.

The service manager for YOS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.

### **Executive Summary from the Head of Service**

Children's Services continues to deliver the full range of statutory services required. The first six months of the year has been a busy and productive period.

Staffing across Children's Services continues to be reasonably settled. The service has no agency social workers and is able to fill vacancies at all levels of fieldwork. There are some issues in recruiting residential care staff but vacancies have been filled and there is a positive strategy in place to emphasise the strengths of working in residential care in Newport.

The workload across all teams continues to bring daily challenges. The number of referrals is high with no sign of diminution. The complexity of many of the issues faced by families does require constant learning and creativity. Supporting families with complex immigration challenges is one such dilemma. However, teams are managing to support families and children who are looked after with positive care and effective interventions. The numbers of children becoming looked after has slowed and the number of cases being taken to court has fallen.

Family Group Conferencing has begun to be embedded with good take up and some strong indications of good outcomes for families with robust packages of support resulting from the Conferences. Baby and Me has now launched against a backdrop of improved National data about the impact of removing newborns from family care.

The work within the Welsh Government strategy to reduce the number of looked after children continues. Further visits from Welsh Government officials will take place over the winter.

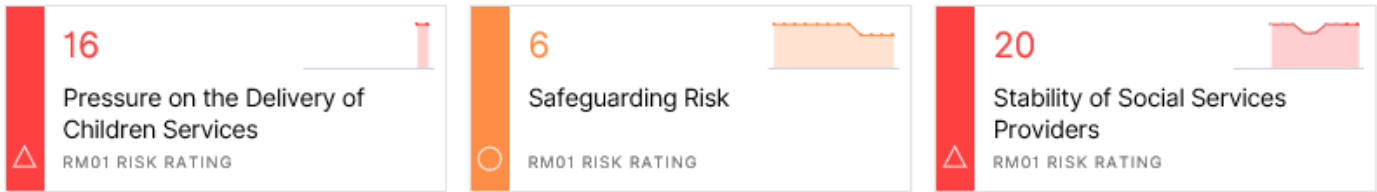
The fostering recruitment strategy has been agreed and work is developing to ensure the offer to foster carers is fair and comparable with other providers. Rose Cottage has blossomed and the children are thriving. All children currently in Local Authority residential care are accessing education. Oaklands redevelopment has been completed and reopened in July. The new provision has been welcomed by parents and enjoyed by children.

The Youth Justice Service is developing earlier interventions and has extended work with children to the period after statutory orders are completed. For children in Newport there has not been a single episode of custody for 10 months.

Children’s Services led on a review by the Welsh Audit Office for corporate safeguarding arrangements. The Welsh Audit Office is currently examining the work to reduce the number of out of authority residential placements.

Over the coming six months the biggest single challenge will be the Joint Inspection of Child Protection arrangements scheduled for the week commencing the 2nd of December. This is a pilot of a model used in England with all the Inspectorates visiting together and undertaking a joint approach to a theme. For this inspection the theme will be exploitation.

**Service Risks**





## Glossary

Note – Commentary is optional for actions and performance measures reported as green.

### Actions (Red / Amber / Green)

C	Action Complete (Commentary provided is optional)
	Action is on target to complete by agreed timescale (Commentary provided is optional)
	Issues are identified which could impact on the delivery of the action by the agreed timescale
	The action is not going to be able to deliver by agreed timescale and immediate action is required.
?	Update has not been provided for Q2.

### Performance Measures

	Green – Performance is above Target
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

### Service Risks

#### Risk Table (5x5)

For example: Probability = 5 / Impact = 4 / Total = 20

5					
4					
3					
2					
1					
	1	2	3	4	5
		Impact			

## 1. Deliver effective services to support children to safely remain with their families

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Develop a Service for Unborns to Support Families	Develop a service for unborns to support families from early in pregnancy where there is a high risk of the need for statutory intervention.	01-Apr-19	30-Apr-20	81%		Progress is on target.
2	Develop Criteria for Service to Promote Earlier Access to Interventions	Work with the DCT to develop a common understanding of criteria for service and to promote earlier access to interventions	01-Apr-19	10-Oct-19	100%	C	
3	Embed the EIP Workers Within Preventions Team	Embed the EIP workers within Preventions Team alongside the developments for SPACE and FIT.	01-Apr-19	19-Sep-19	100%	C	This work has been completed. All staff in post and the service continues to be developed as we learn from current service demands.
4	Implement Hub	In light of the review of the Hub and the CIW feedback lead on the agreed final implementation of the Hub and the drawing together of all processes and structures.	01-Apr-19	10-Oct-19	100%	C	
5	Implement WG Action Plan for Reducing LAC Numbers	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	15-May-19	31-Mar-20	50%		The first monitoring report is due on the 8 <sup>th</sup> November 2019.
6	Improve Approaches Pre-Proceedings, PLO, and Legal Meetings	Work with colleagues in legal services to develop an agreed set of checklists to improve shared approaches to pre proceedings, PLO, and legal meetings.	01-Apr-19	31-Dec-19	56%		In light of the inspection the completion date for this action will be pushed back to the end of the financial year, 31 <sup>st</sup> March 2020.
7	Provide Effective Hands On Family Support	Establish provision based on existing family support to	01-Jun-19	30-Jun-20	60%		

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
		provide an effective "hands on" support where neglect is a key presenting family issue.					
8	Rollout Family Group Conferencing	Rollout Family Group Conferencing across Children's Services	01-Apr-19	05-Sep-19	95%		

## 2. Improve outcomes for children in care and care leavers including a focus on safe reunification

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Develop Options for NCC Work Experience, Tasters & Mentoring	Work with Pathways and OD to develop a range of options for NCC work experience, tasters and mentoring.	01-May-19	31-Mar-20	50%		A mentoring programme is currently being developed across Childrens Services.
2	Increase Awareness of Members and Senior Officers of their Statutory Roles	Build on the first year of a reinvigorated Corporate Parenting Forum to increase awareness of Members and Senior Officers of their statutory roles.	01-Apr-19	31-Mar-20	50%		
3	Restructure Pathways Team to Improve Personal Advisors for Care Leavers	With Pathway TMs restructure to improve the Personal Advisors offer for all care leavers	01-Apr-19	10-Oct-19	100%	C	

### 3. Ensure a range of placements are available for looked after children

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Continue Development of Residential Provision	Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	01-Apr-19	31-Mar-20	30%		<p>Awaiting cabinet report sign off for Rosedale- once signed off property can be purchased, business case for staffing will be requested, children to be identified with education to move and proposed opening for April 2020.</p> <p>Capital and operational groups in place for Windmill Farm. Windmill Farm- Norse taking to planning before January 2020. Joint work with Health as they will be paying revenue costs. ICF funding has been agreed. Health on board. This will be for regional placements.</p>
2	Re-establish the Short Breaks Service at Oaklands	Re-establish the short breaks service at Oaklands and scope the possibility of developing an ongoing domiciliary care service for children	01-Apr-19	30-Sep-19	100%	C	
3	Restructure the Fostering & MAPS Teams	Complete the restructuring of the fostering and MAPS teams into a single Fostering and Placement support team	01-Apr-19	30-Sep-19	100%	C	
4	Setup Family & Friends Team	Set up Family and Friends team to develop a robust offer of support for family and friend carers from assessment through to placement	01-Apr-19	30-Sep-19	100%	C	

#### 4. Prevent offending and re-offending by children and young people

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
1	Adopt HMI Probation YOS Standards	Adopt HMI Probation YOS Standards across the service	01-Apr-19	31-Mar-20	69%		Work continues to progress with adopting the new National Standards. Current focus is identifying local standards, supported with appropriate evidence. A self-assessment exercise is also required during the period Sept 19 - March 20, with a final report being submitted in April 20. Fortnightly manager meetings are arranged to support this piece of work.
2	Build on Contextual Safeguarding Research	Build on Contextual Safeguarding research, and embed new approaches to understanding, and responding to young people's experiences of significant harm and exploitation.	01-Apr-19	31-Mar-20	63%		This remains a topic of conversation across the department and in discussions with colleagues. Exploring opportunities the Youth Endowment Fund offers Newport to further progress this.  The upcoming joint inspection is focused on exploitation.
3	Establish Local Partnership Pathways	Establish clear local partnership pathways to support early intervention and prevention work	01-Apr-19	31-Dec-19	25%		This work has not been developed as much I would like to have seen. The lead for this is the Team Manager and has not been able to progress. A new structure is now in place to reallocate aspects of the work to other staff, allowing increased capacity

Action No.	Action Title	Action Description	Start Date	End Date	% Complete	RAG Status	Commentary
							to develop the Preventative pathways with partners.
4	Refocus the Strategic Partnership Board	Refocus the newly established Strategic Partnership Board to lead strategically and be Inspection Ready	01-Apr-19	31-Jan-20	80%		

## Performance Measures at end of Quarter 2 2019/20

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Q2 Target 2019/20)	Performance	Previous Year (Actual) Q2 2018/19	Comments
<b>National</b> - % Assessments Completed for Children Within Statutory Timescales.	90.4%	95%		89.1%	As part of the upcoming inspection the front door of children services will be examined. There is a current piece of work to audit case work which will include assessments.
<b>National</b> - % Children Supported to Remain Living with their Family	58.2%	65%		48.8%	This is a measure that is unlikely to remain as part of the new performance framework that will be coming in 2020/21.
<b>National</b> - % Looked after Children (LAC) Returned Home from Care	9.2%	13%		8.3%	This is measure that is unlikely to remain as part of the new performance framework that will be coming in 2020/21.
<b>National</b> - % Re-registrations of Children on Local Authority Children Protection Registers	1.1%	5%		3.8%	
<b>National</b> - Average Length of Time Children who were on Child Protection Register during the year	228 days	230 days		260 days	
<b>National</b> - % Looked after Children (LAC) who have had 3 or more Placements	13.7%	9%		8%	The strategy for NCC to return Children back to Newport does mean that there has been some flux in reaching a settled point for children. We continue to struggle with immediate suitable foster placements for sibling groups that can lead to step placements. There is also considerable work within children services on both fostering and residential care to stabilise care.
<b>National</b> - % Care Leavers in Education, Training or Employment at 12 Months	21.2%	50%		44.7%	The local authority has developed this year a positive model of work experience for care leavers. The increase in accompanied asylum seekers has also impacted on this figure this year.
<b>National</b> - % Care Leavers in Education, Training or Employment at 24 Months	50%	50%		54.1%	



<b>Local</b> - Number of Looked after Children (LAC)	386	375		365	We have a continued increase in the number of unaccompanied asylum seeker children. In addition we have had 3 large sibling groups of children who had to be brought into care.
<b>Local</b> - Number of Children on Child Protection Register	123	110		130	There is a challenge of working with children at risk of exploitation continues to oppose some stresses on the service.
<b>Local</b> - Number of Children Subject to Interim Care Orders	52	50		No data	The rate of court work continues to be high in Newport. The pattern of increasing children on ICO is similar to the Welsh average.
<b>Local (Youth Offending Service)</b> - % of young people in suitable accommodation at the end of a statutory order.	94.7%	80%		86.5%	
<b>Local (Youth Offending Service)</b> – Average ‘Post 16’ Hours at End of Intervention	16.4 Hours	15 Hours		Not Available	
<b>Local (Youth Offending Service)</b> - Average number of hours ‘School Age’ children attend at the end of an intervention.	16.8 Hours	25 Hours		16.5hrs	There is work across agencies to understand the risk of reduced timetabling and thus develop alternative provision.
<b>Local (Youth Offending Service)</b> - Total Number of new cases at Start of Intervention	76	N/A	N/A	Not Available	
<b>Local (Youth Offending Service)</b> - Total Number of First Time Entrants	12	40 (20)		Not Available	

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